

Exhibit 3: Scope of Work

REQUEST FOR PROPOSAL (RFP)
FOR
WISCONSIN WORKS (W2) AND RELATED PROGRAMS
RFP # CFB00144

Issued by:
STATE OF WISCONSIN
DEPARTMENT OF CHILDREN AND FAMILIES
Division of Family and Economic Security
Bureau of Working Families

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SCOPE OF WORK

This Scope of Work outlines the Contractor's responsibilities in administering the Wisconsin Works (W-2) program and the related programs referred to in the 2013 Request For Proposal (RFP). The W-2 program described in this Scope of Work is based on program operations as of March 2012. The Wisconsin State Statutes, DCF Administrative Rules, policies, and procedures may change over time. The Department of Children and Families (DCF) will not update this Scope of Work. DCF will communicate any future changes through the Department's Administrator's Memos and Operations Memos. DCF will update the W-2 Manual and the Emergency Assistance Manual to reflect any changes in the W-2 program. To facilitate the Proposers' understanding of the W-2 application and case-management processes, the Department has developed flow charts of select W-2 activities. These flow charts are provided as examples and are not to be interpreted as directives. There are 11 flow charts and are identified with links to their html address in the appropriate sections below.

I. Transitioning Services from the Current W-2 Contractor

A. Plan

1. Contractors shall develop a plan for the complete transition of the existing W-2 Contractor's responsibilities to the successor W-2 Contractor. The successor W-2 Contractor shall ensure that services to applicants and eligible parents are not interrupted during the transition process. The Contractor shall include in the plan provisions for:
 - a. the acquisition of facilities, office equipment, all aspects of information technology, subcontracts, staff recruitment, staff training, communication to applicants, eligible parents, community partners and other stakeholders; and
 - b. the orderly transfer of all participant information including paper and electronic files held by the existing W-2 Contractor or its subcontractor to the successor W-2 Contractor.
2. Contractors shall submit a Final Transition Plan within thirty (30) days of receiving the Notice of Intent to Award letter. Contractors shall submit the Final Transition Plan to the W-2 Regional Coordinators. The Final Transition Plan is subject to approval by the Department.

B. Staffing

1. Contractors shall designate a single staff contact who is responsible for coordinating the transition responsibilities and shall assign staff as the Department determines is necessary to assist in the transition.

2. Contractors shall convene staff meetings which will include all parties involved in the transition. The Contractor shall convene these meetings as frequently as the Department determines is necessary.

C. Coordinating with Existing Contractors

1. Contractors shall consider utilizing an existing W-2 Contractor's facilities, equipment, human resources, subcontractors, etc. to allow for uninterrupted continuation of services to applicants and eligible parents.

II. Service Delivery

A. Processing Applications

Many W-2 applicants and eligible parents have barriers that make it difficult for them to access W-2 agencies. These barriers include a lack of or limited access to transportation, computers, and telephones. Some individuals have medical or psychological barriers that limit their ability to leave their homes. It is the W-2 Contractor's responsibility to ensure individuals can apply for W-2 and receive services.

1. Contractors shall provide services that will enable eligible parents to meet all policy requirements related to the timing of the application process, including but not limited to enabling applicants to sign the Request for Assistance (RFA) on the same day they inquire about the program. Previous Contractors used the following methods to meet these requirements: accepted initial contacts via the telephone to complete preliminary eligibility information and to schedule a meeting with a resource specialist; used webcam technology to conduct initial interviews; accessed remote locations such as job centers to accept initial application materials which are then faxed to the agency; and conducted home visits to process applications.
2. Contractors shall provide services to support eligible parents' access to program activities and job sites.
3. Contractors shall make information on service locations, hours of operations and contact information widely available to potential applicants. Previous Contractors used the following innovations to meet this requirement: advertised in the Yellow Pages, posted the information on the Contractor's and/or Department's websites and posted information in community agencies.
4. Contractors shall provide reasonable accommodations to all W-2 applicants and eligible parents to enable them to apply for W-2, access services, and participate in meetings with the contractor staff.
5. Contractors shall provide all services in a culturally and linguistically competent manner and shall ensure that services are accessible for qualified refugees, former refugees and others with limited English proficiency.

B. Process Initial and Ongoing Eligibility for W-2¹

1. Contractors shall accept and ensure the timely processing of W-2 applications and all relevant documentation according to W-2 policy. Contractors shall process the W-2 applications in the Client Assistance for Re-employment & Economic Support (CARES) system. (See W-2 Manual, Section 1.4).
2. Contractors shall follow W-2 policy to determine eligibility. Contractors shall use CARES to confirm eligibility. (See W-2 Manual, Section 1.4, Chapter 2 and Chapter 3)
3. Contractors shall ensure adequate and timely coordination with the appropriate FoodShare and Badger Care provider in the geographical area. (See <http://www.dhs.wisconsin.gov/em/IMR/list.htm> and W-2 Manual, Section 1.4.1.1)
4. Contractors shall refer individuals needing child care assistance to the appropriate Wisconsin Shares child care agency in the geographical area. For a list of Child Care Agencies, see <http://dcf.wisconsin.gov/childcare/wishares/pdf/agencies.pdf>.
5. Contractors shall determine if the eligible parent waiting for the first W-2 check is eligible for an Emergency Payment and shall issue that payment if the parent is determined eligible. (See section III. A. of this Scope of Work for details on the Emergency Payments) (See W-2 Manual, Chapters 17 and 19)
6. Contractors shall offer the Barrier Screening Tool (BST) to identify the potential presence or risk of any personal barriers that may interfere with the eligible parent's ability to function in an employment setting. Contractors shall record any identified barriers in the BST. (See W-2 Manual, Section 5.4)
7. Contractors shall conduct informal assessments to gather information about an applicant and his or her family and record the assessment results in CARES. (See W-2 Manual, Section 5.2)
8. Contractors shall assign up-front job search activities to applicants when appropriate according to W-2 policy. (See W-2 Manual, Section 2.9) All applicants assigned up-front job search shall have an Employability Plan (EP) entered into CARES. Contractors shall record the assigned up-front job search activities in CARES.
9. Contractors shall complete front-end verification to reduce the incidence of fraud and scan into Electronic Case File (ECF) all documents and evidence of fraud. (See W-2 Manual, Section 4.5.2; Scope of Work, Section 7.0)

¹ Links to Relevant Process Flow Charts:

- a. Flow 1 – W-2 Flow Initial Contact and Application (<http://dcf.wisconsin.gov/w2/rfp/2013/attachments/flow1.pdf>)
- b. Flow 2 - Assessment, Placement and EPD (<http://dcf.wisconsin.gov/w2/rfp/2013/attachments/flow2.pdf>)
- c. Flow 3 - Ongoing Eligibility (<http://dcf.wisconsin.gov/w2/rfp/2013/attachments/flow3.pdf>)

10. Contractors shall verify and document eligibility criteria for applicants and all ongoing cases. (See W-2 Manual, Section 4.1) Contractors shall enter all verification information including citizenship and school enrollment in CARES. Contractors shall scan all supporting documentation into the ECF within 10 days of receipt except for medical documentation. Contractors shall maintain all medical documentation in a sealed envelope in a paper file. (See W-2 Manual, Section 4.4.6)
11. Contractors shall accurately enter reported changes that may affect eligibility in CARES.
12. Contractors shall complete disposition activity on all data exchanges within 45 days in CARES. (See W-2 Manual, Section 4.1.5 and Operations Memos 07-44, 12-03 and 11-42)
13. Contractors shall conduct 6 month eligibility reviews for all ongoing cases. (See W-2 Manual, Section 1.5) Contractors shall process all eligibility reviews in CARES.
14. Contractors shall make determinations regarding 24-month and 60-month time limit extensions in a consistent manner to ensure that similarly situated eligible parents are treated similarly. The contractor shall record all time limit extension decisions in CARES. (See W-2 Manual, Section 2.10)
15. Contractors shall refer cases involving paternity establishment and child support enforcement to the county or tribal child support agency. Contractors shall refer applicants and eligible parents to Child Support via CARES. (See W-2 Manual, Chapter 15)
16. Contractors shall implement Child Support cooperation policies. (See W-2 Manual, Section 2.5 and Chapter 15) Contractors shall make decisions on good cause for Child Support non-cooperation and enter the decision into CARES. (See W-2 Manual, Chapter 15)
17. Contractors shall close cases when participants become ineligible based on the W-2 eligibility criteria, non-cooperation, or non-participation. Prior to closing the case, Contractors shall follow W-2 policy by providing proper notification to the participant and allow the participant the opportunity to rectify the issue that caused ineligibility. Contractors shall process case closures in CARES. Contractors shall follow policy when notifying participants of case closure decisions. W-2 policy outlines the various circumstances for which notices are sent through the CARES system and for which notices shall be issued manually by the contractor. Contractors shall work with the Department to ensure their training, procedures and practices regarding cases closures are in compliance with the state requirements and are uniformly implemented across the state. (See W-2 Manual, Chapters 11 and Section 15.7.3)
18. Contractors shall conduct a fraud investigation for any suspected fraud. (See W-2 Manual, Section 4.5)

19. Contractors shall apply an Intentional Program Violation (IPV) to any individual who was convicted in court or through an administrative hearing of an IPV. (See W-2 Manual, Section 11.6) Note that the statutory process for IPV's may be amended through bills recently passed in the legislature. Contractors shall change their IPV process to conform to any statutory changes signed into law.
20. Contractors shall assist families by providing access to needed community services provided by partner agencies within their geographical area, assuring that there is no duplication of effort. (See W-2 Manual, Section 1.2.4) Contractors shall not duplicate services offered by the Public Workforce System, Wisconsin Job Centers, Child Welfare agencies, and other public or community based support services.

C. Monitor and Process W-2 Payments

1. Contractors shall process monthly W-2 payments in CARES adhering to the established time periods. The State of Wisconsin will mail benefit checks to participants based on the information entered into CARES. Contractors shall ensure the mailing addresses and other pertinent information is correctly entered into CARES. Information on CARES benefit issuance timelines are found in the CARES Batch Calendar. (See W-2 Manual, Chapter 10)
2. Contractors shall track participants' attendance in the assigned activities and enter any information regarding non-participation into CARES according to the time periods established by W-2 policy. (See W-2 Manual, Section 11.1 and Appendix - TANF Work Participation Requirements)
3. Contractors shall apply hourly payment reductions for those hours participants miss without good cause. Contractors shall apply payment reductions according to the time periods established by W-2 Policy. (See W-2 Manual, Section 11.1.2) Contractors cannot apply payment reductions for missed activities if the participant is assigned to assessment activities or for the period of time that the EP was not valid. (See W-2 Manual, Section 11.1)
4. Contractors shall monitor and identify participants whose sanctions reach the 20% or greater payment reduction level. Contractors must provide proper notification to the participants and allow participants the opportunity to rectify the issue causing the sanction following W-2 policy. (See W-2 Manual, Section 11.3.1)
5. Contractors shall determine and apply drug felon sanctions according to W-2 policy. (See W-2 Manual, Section 11.7)
6. Contractors shall determine and apply Learnfare sanctions according to W-2 policy. Contractors shall assist eligible parents, including teen parents, to meet school attendance requirements. (See W-2 Manual, Section 16)
7. Contractors shall record all returned checks in CARES within the required time periods. Contractors shall enter into CARES all receipt and disbursement information

- for all W-2, Job Access Loans (JAL), and vendor checks. (See W-2 Manual, Appendix - Benefit Issuance Guide)
8. Contractors shall enter and recover all overpayments following the Department guidelines. (See W-2 Manual, Section 10.3)
 9. Contractors shall determine whether additional benefits are due, enter the information about the additional benefits into CARES, and issue all auxiliary payments (to correct for under payments) following the Department guidelines. (See W-2 Manual, Section 10.2.6 and Appendix - Benefit Issuance Guide)
 10. Contractors shall ensure the Custodial Parent of an Infant (CMC) placement does not exceed the date when the child reaches eight (8) weeks of age. (See W-2 Manual, Chapter 7)
 11. Contractors shall disseminate wage subsidies for Trial Jobs. (See W-2 Manual, Chapter 7.3) These subsidies are processed manually by the Contractor. Unlike W-2 payments, Trial Job subsidies are not issued out of CARES.
 12. Contractors shall issue emergency payments for eligible applicants waiting for an initial W-2 payment. (See W-2 Manual, Section 18.1.0) Unlike W-2 payments, emergency payments are not issued out of CARES.
 13. Contractors shall follow the W-2 Manual, Appendix - Benefit Issuance Guide and apply all payment reductions including W-2 hourly sanctions, Learnfare sanctions, drug felon penalties and recoupment.
 14. Contractors shall enter vendor information into CARES when participants request part or all of their W-2 payment in the form of a vendor payment.
 15. Contractors shall add or delete bank information for Electronic Funds Transfers (EFT) for W-2 payments to W-2 Assistance Groups. Contractors shall process failed EFTs to ensure participants receive their benefits.
 16. Contractors shall hold benefits in CARES and mail checks to participants' agencies when they are homeless or in a domestic violence situation.
 17. Contractors shall process affidavits for lost, stolen, or destroyed checks and process requests for replacement checks.
 18. Contractors shall act to intercept W-2 or JAL checks in emergency situations.
 19. Contractors shall complete written verification for checks reported as lost or stolen and identified as a bank as having been cashed. (See W-2 Manual, Appendix - Benefit Issuance Guide)

D. Provide Case Management for W-2 Participants²

1. Contractors shall provide the case management services to eligible parents who are required to participate or to the second parent because the family is receiving Wisconsin Shares Child Care or the second parent volunteers to participate.
2. Contractors shall conduct initial and ongoing assessments to identify any skill deficits or other limitations that may reduce the likelihood of the participant obtaining successful employment. The information gathered from these assessments will aid in the development of the Employability Plan. Contractors shall record assessment results in CARES. (See W-2 Manual, Chapter 5)
3. Contractors shall ensure their staff members maintain the skills necessary to: 1.) interpret screening and informal assessment results, 2.) identify which eligible parents require a formal assessment by a trained professional, and 3.) refer to the most appropriate qualified professional (physician, psychologist, vocational evaluator, etc.) to conduct the formal assessment, and to communicate directly with the qualified professional to dispute questionable or incomplete assessment results. (See W-2 Manual, Chapter 5)
4. Contractors shall identify and maintain a list of qualified professionals who are available in the area to complete necessary assessments. (See W-2 Manual, Chapter 5)
5. Contractors shall cover any costs of the assessments that are not otherwise covered by medical assistance or private insurance. (See W-2 Manual, Chapter 5)
6. Contractors shall keep medical diagnoses and other confidential information in a sealed envelope in the paper file. (See W-2 Manual, Section 4.4.6)
7. Contractors shall use the results of the formal and informal assessments to inform their decisions related to placement and activity assignment, and to determine the need and process for providing reasonable accommodations.
8. Contractors shall use the results of the screening and ongoing assessments to make initial and ongoing placement decisions in consultation with the applicant or eligible parent. Contractors shall enter placement decisions into CARES. (See W-2 Manual, Chapters 5 and 7)

² Links to Relevant Process Flow Charts:

- a. Flow 6a – Case Management Only –Employability Plan Implementation
(<http://dcf.wisconsin.gov/w2/rfp/2013/attachments/flow6a.pdf>)
- b. Flow 6b – Case Management Only – Employability Plan Implementation cont
(<http://dcf.wisconsin.gov/w2/rfp/2013/attachments/flow6b.pdf>)
- c. Flow 7 – Case Management Only – Family Services Employability Plan
(<http://dcf.wisconsin.gov/w2/rfp/2013/attachments/flow7.pdf>)

9. Contractors shall use the screening and assessment results to develop an Employability Plan (EP) for all W-2 eligible parents. (See W-2 Manual, Chapter 6) Contractors shall enter EPs into CARES.
 - a. The EP shall include the goals for the applicant or eligible parent. These goals shall correspond with the skills and interests of the applicant or eligible parent. Contractors shall use the informal assessment process to establish these individualized goals.
 - b. The EP shall include all the activities assigned to the applicant or eligible parent which are designed to meet their individual goals.
10. Contractors shall meet at least once a month with each eligible parent to review the assigned activities and the progress toward meeting the established goals. Contractors shall provide services that are strengths-based, family-centered, and consistent with eligible parents' interests and goals. Contractors shall include parents in the decision making process. (See W-2 Manual, Chapter 6)
11. Contractors shall track time limits and discuss the impact of time limits with applicants and eligible parents. (See W-2 Manual, Section 2.10)
12. Contractors shall complete an EP review at least once every six months or more often based on eligible parents' circumstances. (See W-2 Manual, Chapter 6)
13. Contractors shall document interactions with and about applicants and eligible parents in CARES. (See W-2 Manual, Section 4.3.3)
14. Contractors shall comply with all confidentiality requirements for applicants and eligible parents' records. (See W-2 Manual, Chapter 4)
15. Contractors shall provide case management services and appropriate activities to eligible parents in all W-2 placements, including individuals in case management placements.
16. Contractors shall assess Custodial Parent of an Infant (CMC) eligible adults prior to the end of their CMC placement to determine the need for ongoing W-2 services and document the results in CARES. (See W-2 Manual, Chapter 7)
17. Contractors shall encourage Custodial Parent of an Infant (CMC) eligible adults to volunteer for employment-related services offered within the W-2 program during the 8-week CMC period and immediately afterward, including parenting classes, budgeting classes, family planning services and, once appropriate, job search. However, these services cannot be mandatory activities while the eligible adult is in the CMC placement. (See W-2 Manual, Chapter 7)
18. Contractors shall ensure that the W-2 program is accessible to fathers as well as mothers according to the following W-2 policies:

- a. Two-parent households (W-2 Manual, Chapter 14).
 - b. Determining the W-2 custodial parent (See W-2 Manual, Section 2.3).
 - c. Serving non-custodial parents (See W-2 Manual, Section 7.5.1).
19. Contractor shall identify the applicant's need for any supportive services (e.g. transportation, credit establishment or repair assistance). The contractor shall either provide the necessary service if it does not exist in the community or ensure that applicants are connected with other programs that will either provide the service or cover the cost of the supportive service. [Wis. Stat. 49.143(2)(cr)]
20. Contractors shall assist families by providing access to needed community services provided by partner agencies within their geographical area, assuring that there is no duplication of effort. (See W-2 Manual, Section 1.2.4) Contractors shall not duplicate services offered by the public workforce system, Wisconsin Job Centers, Child Welfare agencies, Tribal TANF programs and other public or community based support services. Contractors shall work with the following relevant stakeholders to provide services to eligible parents:
- Job Centers
 - Workforce Investment Act providers
 - Division of Vocational Rehabilitation providers
 - Technical Colleges
 - Literacy networks
 - Community Action Agencies
 - Income Maintenance providers (FoodShare, Badger Care, and Caretaker Supplement)
 - Wisconsin Shares Child Care eligibility and authorization providers
 - MA Transportation providers
 - Department of Corrections
 - Wisconsin Economic Development Corporation (WEDC) (formerly the Department of Commerce) (Admin Rule 101.05 (8) – Work with the WEDC to provide training to eligible parents in conjunction with employers eligible for the development zone program under sub. ch. VI of ch.560, Stats.)
 - County and Tribal Child Support Agencies
 - Veteran's Services
 - Child Welfare System
 - Domestic Violence Service providers
 - Women Infants and Children (WIC) providers
 - Mental Health providers
 - Alcohol and other drug addiction providers
 - Low-income housing resource
 - Children's long term care support providers
 - Aging and Disability Resource Centers
 - Family Resource Centers

- Low-income legal services providers
21. Contractors shall assist applicants and eligible parents to identify and apply for services in the community.

E. Assign Individualized Activities

1. Contractors shall provide the services in this section to eligible parents who are required to participate or to the second parent because the family is receiving Wisconsin Shares Child Care or the second parent volunteers to participate.
2. Contractors shall ensure that the full range of W-2 activities listed in the W-2 Manual, Appendix - Activity Code is available across the geographical area. Provision of these activities may be done by the Contractor directly, through formal subcontracts with other organizations/entities or by partner agencies in the community.
3. Contractors shall assign individualized activities that help eligible parents meet their goals of obtaining employment or Supplemental Security Income (SSI)/Social Security Disability Insurance (SSDI). In assigning activities, Contractors shall use information gathered in informal and formal assessments, and the eligible parent's past successes and failures as they have attempted to comply with the assigned activities
4. Contractors shall consider any changes in circumstances of the applicant or eligible parent and adjust the assigned activities to reflect those changes.
5. Contractors shall assign activities in a way that is consistent with W-2 policy, maximizes the Contractor's ability to meet the Federal Temporary Assistance for Needy Families (TANF) Work Participation Rate, and does not compromise the requirement to provide individualized services.
6. Contractors shall provide any reasonable accommodations applicants and eligible parents need to participate in assigned activities. (See W-2 Manual, Section 1.3) Contractors shall record the accommodation in CARES.
7. Contractors shall not assign any activity at a location that exceeds one hour of travel time, one way for the applicant or eligible parent.
8. Contractors shall continually monitor the quality of the services delivered by the agencies to which they refer eligible parents.
9. Contractors shall monitor applicants' and eligible parents' progress in assigned activities and use their progress in assigned activities to inform future decision making regarding placement decisions and activity assignment.
10. Contractors shall provide any supportive services and transportation applicants and eligible parents need to participate in assigned activities. Supportive services checks

and vouchers are not issued out of CARES. Contractors shall issue these supportive services manually. Contractors shall record issued supportive services in CARES.

F. Provide Employment Services³

1. Contractors shall provide the services in this section to eligible parents who are required to participate or to the second parent in the family when the family is receiving Wisconsin Shares Child Care or when the second parent volunteers to participate.
2. Contractors shall actively help applicants and eligible adults find employment in the local labor market. Contractors shall:
 - a. Have thorough knowledge of local labor market information, including high-growth industries and career paths that exist within those industries;
 - b. Identify those employers within local area industry that are best prepared to work with the W-2 population;
 - c. Understand local industry trends and occupations and have capacity to engage with employers to assist in meeting their recruitment needs; and
 - d. Have the ability to identify the skill-sets local industries need and apply related skill development to work experience and skills training models.
3. Contractors shall assess each eligible parent's career interests and aptitudes. By the end of the career planning process, the employability plan shall include both long-term and short-term career goals with action steps/objectives and the appropriate combination of services and training needed to achieve each goal.
4. Contractors shall provide and assign job search activities structured to meet the needs of the applicant or eligible parent including specific job leads for up-front and ongoing job search requirements. (See W-2 Manual, Section 2.9)
5. Contractors shall provide job development services including but not limited to researching the local labor market and contacting employers to discover job

³ Links to Relevant Process Flow Charts:

- a. Flow 4a-CSJ Employability Plan Implementation
(<http://dcf.wisconsin.gov/w2/rfp/2013/attachments/flow4a.pdf>)
- b. Flow 4b-CSJ Employability Plan Implementation cont.
(<http://dcf.wisconsin.gov/w2/rfp/2013/attachments/flow4b.pdf>)
- c. Flow 5a-W-2T Employability Plan Implementation
(<http://dcf.wisconsin.gov/w2/rfp/2013/attachments/flow5a.pdf>)
- d. Flow 5b-W-2T Employability Plan Implementation cont.
(<http://dcf.wisconsin.gov/w2/rfp/2013/attachments/flow5b.pdf>)
- e. Flow 8 – Subsidized Employment Plan Implementation
(<http://dcf.wisconsin.gov/w2/rfp/2013/attachments/flow8.pdf>)

opportunities that would be appropriate for local W-2 applicants or eligible parents and matching individual applicants or eligible parents to the jobs identified. Job development also includes arranging job interviews and providing post interview follow up with both the W-2 eligible parent and the local employers.

6. Contractors shall identify and develop a wide range of work experience sites across the entire geographical area and enter into worksite agreements with all work experience providers.
7. Contractors shall develop work experience sites for eligible parents who need to improve their work place behaviors prior to or simultaneous with the development of their marketable skills.
8. Work experience sites shall provide marketable skills that correlate with the local labor market, and prepare individuals for unsubsidized jobs. (See W-2 Manual, Chapter 7)
9. Contractors shall monitor the quality of work experience sites to ensure they provide eligible parents with experience and skills that are likely to lead to employment.
10. Contractors shall provide Workers Compensation insurance for all work experience participants.
11. Contractors shall monitor the participation and progress of each eligible parent at a work site and assess whether the eligible parent is developing the marketable and interpersonal skills they need to obtain and retain unsubsidized employment.
12. Contractors shall help resolve issues that develop at the work site such as absenteeism, tardiness, interpersonal behavior issue with co-workers and supervisors, inappropriate use of personal cell phones during work hours, etc.
13. Contractors shall create a wide range of Trial Jobs throughout the entire geographical area. (See W-2 Manual, Section 7.3)
 - a. Contractors shall develop Trial Job placements with local area employers.
 - b. Contractors shall match appropriate eligible parents to Trial Job employers.
 - c. Contractors shall enter into a Trial Job agreement with each employer.
 - d. Contractors shall monitor the progress of eligible parents in a Trial Job placement.
 - e. Contractors shall help resolve issues that develop at the work site.
14. Contractors shall provide retention and advancement services. Contractors shall work with and coach eligible parents to help them develop the skills necessary to retain employment and advance to higher classifications and pay rates.

15. Contractors shall provide follow-up case management services to those eligible parents who find employment. At a minimum, post-employment services shall include case management, assistance in accessing education and training to help the eligible parent advance, and help in negotiating difficulties on the job. Post-employment services may also include financial incentives and supports. (See W-2 Manual, Chapter 7)
16. Contractors shall provide applicants and eligible parents with post-employment supports including on-going services and referrals to address issues that arise and could threaten job retention. These services or referrals include, but are not limited to Wisconsin Shares Child Care assistance, FoodShare (FS), Badger Care (BC), Job Access Loans (JAL), and information regarding the state and federal Earned Income Tax Credits (EITC) and Homestead Tax Credit.
17. Contractors shall assist individuals who lose employment in obtaining employment as quickly as possible.
18. Contractors shall work with local Workforce Development Boards (WDB) to maximize the services available to eligible parents and to provide services across agencies. (See Wis. Stats 49.143 (2r) and the W-2 Manual, Appendix – Job Centers)

G. Provide Employment-related Education and Training Services

1. Contractors shall provide the services in this section to eligible parents who are required to participate or to the second parent because the family is receiving Wisconsin Shares Child Care or the second parent volunteers to participate.
2. Contractors shall administer educational needs assessments to determine the education levels of all W-2 applicants and prior to making W-2 placement changes for eligible parents. (See W-2 Manual, Section 8.2.1)
3. The Contractor shall use educational needs assessment results to provide eligible adults with appropriate education activities including, but not limited to, a course of study meeting the standards established under Wis. Stat. 115.29(4) for the granting of a declaration of equivalency of high school graduation; English-as-a-Second Language; and adult basic education courses. (See W-2 Manual, Section 8.3.2.1).
4. The Contractor shall use the educational needs assessment results to match eligible adults to appropriate technical college courses and other educational courses that provide an occupational skill.
5. Contractors shall work with technical colleges to offer certified (or diploma/degree) training programs.
6. Contractors shall ensure that training courses be tied directly to occupations for which there are job openings in the local labor market. (See W-2 Manual, Section 8.3.2.2)

7. The Contractor shall use the educational needs assessment results to match eligible adults to appropriate job skills training, including customized skills training.
8. Contractors shall have available a wide range of jobs skills training programs across the geographical area, including customized job skills training programs.
9. Contractors shall work with local employers to design customized job skills training programs based on the skill needs of employers in the local labor market.
10. Customized job skills training programs shall include employer participation in the design and implementation of the training and shall utilize adult learning strategies.
11. Contractors shall have the capacity to develop new skills training curricula and/or create connections with other workforce development entities to expand customized skills training opportunities in the geographical area.
12. Customized job skills training programs shall be designed using industry-approved training requirements and in alignment with known career pathways in the local labor market.
13. Contractors shall match eligible parents to bridge programs so that they can attain the basic skills they need to enter job skills training programs.
14. Contractors shall ensure that eligible parents who complete training have acquired marketable job-specific skills.
15. Contractors shall establish a referral relationship with other employment and training programs for eligible parents to access a variety of education and training opportunities. (See W-2 Manual, Section 8.1)
16. Contractors shall cover the costs of any allowable education and training services to eligible parents that are not otherwise covered by a funding source except for full time technical college. Contractors shall leverage non-TANF dollars through connecting eligible parents with community programs that can fund education and training programs. (See W-2 Manual, Section 8.3.2.2)
17. Contractors shall use the aggregated education and training policy to allow eligible parents placed in a Community Service Job (CSJ) or W-2 Transition (W-2 T) access to education and training services. (See W-2 Manual, Section 8.3.2.3)
18. Contractors shall allow 18- or 19-year old eligible parents placed in a CSJ who have not obtained a high school diploma or equivalent to decide whether to attend high school or to enroll in a course of study meeting the standards established under 115.29(4), Wis. Stats, in order to satisfy, in whole or in part, the required hours of participation in a CSJ. (See W-2 Manual, Section 8.3.2.1)
19. Contractors shall track the eligible parent's attendance record, completion results, and course pass or fail in CARES.

H. Provide SSI/SSDI Services

1. Contractors shall provide the services in this section to eligible parents who are required to participate or to the second parent because the family is receiving Wisconsin Shares Child Care or the second parent volunteers to participate.
2. Contractor shall maintain staff who possess a working knowledge of Social Security Administration (SSA) guidelines used to determine SSI/SSDI eligibility including, but not limited to, the forms needed to apply and the methods used by SSA when determining eligibility.
3. Contractors shall identify applicants and eligible parents who have been determined to have a reasonable chance of obtaining SSI/SSDI based upon the informal assessment, formal assessment, and consultation with other providers of disability-related services. (See W-2 Manual, Section 7.4.3)
4. For those W-2 eligible parents interested in pursuing SSI/SSDI and whom the Contractor believes have a reasonable chance of obtaining SSI/SSDI the Contractor shall:
 - a. Assign the individual to a W-2 Transition placement.
 - b. Ensure the eligible parents have EPs with the primary goal of obtaining SSI/SSDI.
5. Contractors shall gather the information necessary to build a strong case for SSI/SSDI. Contractors shall gather needed information about eligible parents' capacity to work and ability to gain SSI/SSDI through formal and informal assessments, through the case management relationship, and through eligible parents' experience participating (or failing to participate) in assigned activities including work experience. (See W-2 Manual, Section 7.4.3)
6. Contractors shall assist eligible parents navigating the SSI/SSDI application and appeals process and shall provide legal services to eligible parents. Contractors shall provide a full range of SSI/SSDI advocacy services or shall subcontract or refer eligible parents to an SSI/SSDI advocate. When an eligible parent elects to pursue a referral to an SSI/SSDI advocate, Contractors shall seek a release of information from the eligible parent and work closely with the referral advocate in an attempt to expedite SSI/SSDI eligibility for the eligible parent. (See W-2 Manual, Section 7.4.3)
7. Contractors shall review, monitor, and document in CARES the progress of the SSI/SSDI application process.
8. Contractors shall have available the full range of W-2 activities to eligible parents.
9. Contractors shall review, monitor and document in CARES the progress of its participants with assigned activities, including medical treatment plans.

10. Contractors shall create and manage work experience sites across the geographical area for eligible parents. These sites shall include employment supports tailored to the needs of the eligible parent, including job coaching, access to supported work environments and other work accommodations to ensure the eligible parent can participate to the fullest extent possible.
11. Contractors shall provide any reasonable accommodations applicants and eligible parents need to participate in assigned activities. (See W-2 Manual, Section 1.3) Accommodations shall be recorded in CARES.
12. Contractors shall create a transition plan for eligible parents moving to SSI/SSDI. The transition plan shall identify the resources needed to address personal and family needs. (See W-2 Manual, Chapter 7)
13. Contractors shall assist eligible parents in applying for the Caretaker Supplement Program.

I. Verify and Track Attendance

1. Contractors shall verify and track attendance in assigned activities based on Wisconsin's TANF Work Verification Plan http://dcf.wisconsin.gov/w2/rfp/2013/attachments/work_verification_plan.pdf. (See W-2 Manual Appendix - TANF Work Participation Requirements) Verification shall be scanned into ECF according to policy. (See W-2 Manual, Section 4.4) Participation shall be entered into CARES by established time periods.
2. Contractors shall determine good cause for non-participation. (See W-2 Manual, Section 11.2). Good cause shall be entered into CARES by established time periods.
3. Contractors shall apply hourly payment reductions for missed hours without good cause in CARES. Contractors shall notify eligible parents if missed hours result in a potential payment reduction of 20% or more. (See W-2 Manual, Section 11.3.1)

J. Operate a Children's Services Network

1. Contractors shall establish a Children's Services Network to provide information about community resources available to the dependent children in a W-2 group, including charitable food and clothing centers; subsidized and low-income housing; transportation subsidies; the state supplemental food program for women, infants and children; and child care programs. [See Wis. Stat. 49.143(2)(b)]
2. Contractors operating in Milwaukee County shall ensure that their Children's Services Network provides a forum for those interested in the provision of child welfare services to communicate with and make recommendations to the providers of those services in that geographical area. [See Wis. Stat. 49.143(2)(b)]

K. Operate a Community Steering Committee

1. Contractors shall establish a Community Steering Committee within 60 days after the date on which the contract is awarded in accordance with state statutes. [See Wis. Stat. 49.143(2)(a)]

L. Operate a Learnfare Program

1. Contractors shall operate a Learnfare Program according to the policies outlined in W-2 Manual Chapter 16.
2. Contractors shall ensure that minor parents who are a part of a W-2 group have access to child care.
3. Contractors shall complete required forms or gather required verification and scan information into ECF.

M. Manage Dispute Resolution Process

1. Contractors shall manage the Dispute Resolution Process according to Department policies. (See W-2 Manual, Chapter 12)
2. Contractors shall schedule Fact Finding Reviews within 8 working days from the date a request for Review is received. (See W-2 Manual, Section 12.2.5)
3. Contractors shall issue a decision within 5 working days after the Review date. (See W-2 Manual, Section 12.2.9)
4. The Contractor shall comply with a decision within 10 calendar days after the decision date.
5. Contractors shall enter the Fact Finding Review information and results into CARES by the 10th day of each month for the prior month. (See W-2 Manual, Section 12.2.13)
6. Contractors shall scan the Fact Finding Review documentation into ECF. (See W-2 Manual, Section 12.2.11)
7. Upon request, Contractors shall submit the Fact Finding Review file to the Department of Administration, Division of Hearings within 5 working days after receipt of the request. (See W-2 Manual, Section 12.3.1)

N. Make W-2 Information Available According to Statutes

1. Contractors shall maintain a monthly report in a format determined by the Department at its office showing the names of all persons receiving benefits including the amount paid during the preceding month. [See Wis. Stat. 49.32(9)]

2. Contractors shall follow Wisconsin Statute 49.32 (9, 10, 11) when responding to any requests for information about a recipient of W-2 benefits.
3. Contractors shall release the current address of W-2 eligible parents to a law enforcement officer according to the requirements identified in statute. [See Wis. Stat. 49.32(10)]

III. Operate W-2 Related Programs

A. Emergency Assistance

1. Contractors shall accept and process Emergency Assistance (EA) applications according to policy outlined in the EA Manual. Determining eligibility for EA is not automated in CARES. (W-2 Manual, Chapter 17)
2. Contractors shall verify and document all required EA eligibility criteria. Application, supporting documentation, and notices shall be scanned into ECF or kept in the paper file. Information regarding the EA application shall be documented in CARES case comments if the applicant is known to CARES.
3. Contractors shall issue EA checks and vouchers within 5 days after the Contractor receives the EA application. Unlike W-2, EA benefits are not issued out of CARES. Contractors shall issue these checks and the Department will reimburse the contractor.
4. Contractors shall use the Emergency Assistance Tracking Systems (EATS) to assist with verifying EA eligibility, and shall enter information on eligibility determinations and payment amounts into EATS prior to seeking reimbursement for EA payments through CORE.
5. Contractors shall reconcile EATS data and CORE data by the last day of the month following the end of the quarter.

B. Job Access Loans

1. Contractors shall accept applications and determine eligibility for JALs according to policy. (See W-2 Manual, Chapter 13)
2. Contractors shall process JAL applications and loan repayments in CARES. (See W-2 Manual, Section 13.5.1)
3. Contractors shall collect repayments and enter the information into CARES. The Department will collect these payments through the CORE system.
4. Contractors shall track in-kind community service and enter that information into CARES. (See W-2 Manual, Section 13.5)

5. Contractors may inform JAL loan recipients about the option to re-pay JALs online at <http://dwd.wisconsin.gov/epayment/>. (See W-2 Manual, Section 13.5.2)

C. Provide Contracted Child Care

1. Contractors may operate a contracted child care program in the building where W-2 services are provided. W-2 services include the W-2 application, orientation, meetings with the case manager, workshops, job clubs, classes, etc.
2. Contractors shall ensure that parents are eligible for W-2 in order to use contracted child care.
3. Contractors shall ensure that children are in a quality child care setting while their parents are pursuing W-2 services.
4. Contracted child care programs may be either licensed or certified. Programs that are not licensed or certified are considered non-regulated programs (exempt) and must restrict services to children whose parent(s) remain on site at all times, unless the program is operated by a public school district. Refer to licensing requirements at: <http://dcf.wisconsin.gov/childcare/licensed/Index.htm>.
5. Contractors shall not use contracted child care in order to replace the Wisconsin Shares Child Care Subsidy program. Contracted child care is expected to be drop-in care that is very short term (e.g., while an eligible parent participates in a soft skills workshop, attends an appointment, or spends an hour using a computer).
6. Contractor shall comply with all reporting requirements including monthly submittal of the Child Care Aggregate Report ACF-800.
7. Contractors shall submit an application in order to receive funding for contracted child care. The Department will issue the application within 30 days of the Notice of Intent to Award.

D. Manage Refugee Assistance Programs

This section applies to all Balance of State areas and the Northwest and Southern geographical areas of Milwaukee County.

1. Contractors shall accept applications and determine eligibility for Refugee Cash Assistance (RCA) and Refugee Medical Assistance (RMA), according to policy. (See W-2 Manual, Chapter 18)
2. Contractors shall verify all required eligibility criteria and scan supporting documentation into ECF.
3. Contractors shall manually issue RCA checks. Unlike W-2, RCA checks are not issued out of CARES. Contractors shall issue these checks manually and the Department will reimburse the contractor.

4. Contractors shall track and verify RCA client participation in an employment/training program—either FSET or another employability/employment program leading to early employment — as a condition for continued RCA cash benefits.
5. Contractors shall participate in the local refugee service-providers' network or consortium so that case management and employment services are closely coordinated and reported.
6. Contractors shall report refugee job entry and retention data to the State Refugee Coordinator, located in the Bureau of Working Families, for all W-2 and RCA refugee cases, in addition to the other required W-2 reporting.
7. Contractors shall ensure that all services are made accessible to refugee clients in their native languages as needed, and that all work experience and job development activities are delivered in a culturally appropriate way.
8. Contractors shall understand cultural sensitivities of refugees in such things as appropriate dress, religious practices, gender roles, and food preparation so that refugees are not being placed in jobs where they will be unable to succeed for cultural reasons. Contractors shall also be prepared to help employers understand the reasonable accommodations that can be made for refugees to be successfully employed.
9. Contractors shall be prepared to do post employment follow-up with refugees and/or employers in order to address any cultural, communication or language issues that may potentially interfere with successful job retention.

IV. Infrastructure

A. Physical Locations

1. Contractors shall maintain enough physical locations for staff to successfully implement the requirements outlined in this Scope of Work and the service delivery model described in the Contractor's RFP response. The state does not mandate locations nor does the state provide free or reduced price locations in which Contractors can provide services.
2. Contractors shall maintain a space where applicants and eligible parents can search for employment. Contractor shall display in the designated public space all mandated signage and notifications, e.g., BST poster, Civil Rights Compliance, etc.
3. Contractors shall comply with the Pro Children Act of 1994. Since a portion of the funds under the Contract includes federal funds, the Contractors shall comply with Public Law 103 227 (20 U.S. sections 6081 6084), also known as the Pro Children Act of 1994. The law requires that smoking is not permitted within any indoor facility (or portion thereof) owned or leased or contracted for by an entity and used routinely or regularly for the provision of health, day care, early childhood

development services, education or library services to children under the age of eighteen (18). The law does not apply to children's services provided in private residences; portions of facilities used for inpatient drug or alcohol treatment; service providers whose sole source of applicable federal funds is Medicare or Medicaid; or facilities where Women, Infant and Children (WIC) coupons are redeemed.

B. IT Systems Management/Telecom

1. Contractors shall ensure that each worker has access to a computer with Office 2007 or newer and Windows XP or higher in order to perform their job duties.
2. Contractors shall ensure that workers have access to high speed internet (1.5 mg or higher), Internet Explorer Version 8 or higher and email.
3. Contractors shall ensure that workers have access to scanners in order to save documents to the Electronic Case File (ECF). Only certain scanner models are compatible with ECF. The scanners shall be able to accommodate the volume of scanning needed. For information about ECF and scanners see the ECF Manual at: <http://www.emhandbooks.wisconsin.gov/ecf/ecf.htm>
4. Contractors shall ensure that workers have access to printers, copiers, and fax machines.
5. Contractors shall ensure that workers have telephones with voicemail capability.
6. Contractors shall enter into a data sharing agreement with the Department. http://dcf.wisconsin.gov/w2/rfp/2013/attachments/data_sharing_agreement_2011.doc
7. Contractors shall assure that the computer security systems across the organization meet a uniform level as dictated by the data sharing agreement. This will include but is not limited to anti-virus definition, operating system and application updates, screen saver timeout, password security, and account administration.

C. Required Use of State Automated Systems

1. Contractors shall use the automated systems listed in Appendix X, Definitions and Acronyms for the 2013 W-2 and Related Programs Contract. With the exception of the Systematic Alien Verification for Entitlements (SAVE), these systems are developed and maintained by the State. While SAVE is maintained by the U.S. Citizenship and Immigration Services (USICS), the CARES Security staff grant security access for SAVE. (See W-2 Manual, Section 2.4.1.1) For each automated system, Contractors are responsible for the following:
2. Contractors shall ensure that all required staff obtains the security level needed to access these automated systems.
3. Contractors shall ensure that all staff are trained on the required systems.

4. Contractors shall designate a CARES Coordinator who can respond to staff questions regarding any of the automated systems. Contractors shall first try to resolve systems issues in-house through the CARES Coordinator. If the CARES Coordinator is unable to resolve the problem, the CARES Coordinator may call the W-2 Help Desk for assistance.
5. The Contractor shall designate a Contractor IT Security Officer, and a Functional Agency Security Liaison (FASL) (or Backup Contractor IT Security Officer) to ensure compliance with security precautions for state-owned automated systems and for ensuring confidentiality of program data, including but not limited to data in CARES, KIDS and the Wisconsin Statewide Automated Child Welfare Information System (eWiSACWIS). The Contractor IT Security Officer is responsible for ensuring that access to the state's automated systems is used only for the purposes of administration of the programs under the Contract, and that each individual's level of access is requested and maintained at the minimum necessary for that individual to provide the contracted services.
6. Contractors shall ensure that all needed documentation for determining initial and ongoing eligibility is accessible in the Electronic Case File (ECF) within 10 days of receipt.
7. Contractors shall ensure that they are staffed to a level that ensures that documents are coded correctly and scanned into ECF within the required time periods. (ECF Handbook, Section 1.1.5)

D. Staff

1. Contractors shall recruit and hire staff with the skill sets necessary to perform all of the requirements outlined in this Scope of Work and the RFP that are not subcontracted or provided by a partner agency. Either through new hires or subcontracting. Contractors shall consider hiring the existing trained W-2 workforce.
2. Contractors shall provide a list of all staff positions responsible for carrying out activities described in this Scope of Work. For each position, the Contractors shall provide a position description and establish minimum education, experience, and skill requirements.
3. Contractors shall have a staff performance evaluation system and remedial plan that ensures that each staff person performs at an acceptable level to meet all of the requirements in this Scope of Work.
4. Contractors shall maintain a staffing level that allows for a FEP-to-caseload ratio of no more than 80:1.
5. Contractors shall complete 100% time reporting.
6. Contractors shall submit to the Department an annual FTE report as defined by the Department.

7. Contractors shall notify the Department of any changes to its staffing plan prior to the implementation of those changes.

E. Training

1. Contractors shall ensure that staff complete training programs required by the Department [DCF 103.04 (1)]. The Department provides extensive training opportunities, both via classroom and distance programs. A full curriculum list along with course descriptions, calendars, and resources in W-2 policy, systems, and case management is available through the DCF Learning Center. A logon ID is required to access the Learning Center. To request a logon and view instructions go to: https://wss.ccdet.uwosh.edu/stc/dcf/PDFfiles/LCAccessHelp_0212.pdf.
2. Contractors shall ensure that all W-2 workers are trained on all W-2 policy and procedures and automated system updates that are issued by the Department according to the timelines established by Administrative Rule. (DCF 103.06)
3. Contractors shall enroll staff in the Department's W-2 New Worker training required by Administrative Rule DCF 103.03(1) within the first 6 months of employment. Training for new W-2 staff and supervisors is offered via trainer supported distance learning. This training requires 90-150 hours to complete. Staff may not determine eligibility or make independent case management decisions until they have completed the New Worker training. [See DCF 103.03(b)(c)] Supervisors must complete the same New Worker training their supervisees complete. [See DCF 103.03(1m)] Currently, there are approximately 600 trained W-2 staff and supervisors in the state.
4. Contractors shall ensure that staff attends 12 hours of Domestic Abuse training within the first year of employment. [See DCF 103.03 (3)]
5. Contractors shall develop internal procedures to assess staff knowledge and interpretation of policies and procedures.
6. Contractors shall provide the Department with annual reports of staff training [DCF 103.07 (1)] by the second Friday in January of each calendar year. The report will document training completed by all supervisors, new and experienced FEPs and new and experienced Resource Specialists during the previous year.
7. Contractors shall identify an Agency Training Liaison (ATL) as part of the management team. The ATL acts as the point of contact for the Department's Partner Training Section. The ATL is responsible for the training needs of agency staff, coordinating the logistics for delivery of the Department's training programs and participating in the development and evaluation of the Department's training programs. The ATL's are the first point of contact for W-2 New Worker Training.

V. Standard Operating Procedures

A. Policy

1. Contractors shall designate a staff member as the Policy Coordinator responsible for identifying program-wide policy, potential issues related to implementation as well as potential solutions to those issues. The Policy Coordinator shall have a thorough understanding of W-2 program policies and processes. The Policy Coordinator shall understand basic quality improvement and system re-engineering functions in order to improve on the quality of services delivered within the W-2 agency.
2. Contractors shall identify a representative to serve on the Department's Contracts and Implementation Committee. (<http://dcf.wisconsin.gov/w2/ci/default.htm>)
3. Contractors shall comply with all state issued policies. It is the Department's responsibility to interpret State and Federal law, rules or regulations, any court order or settlement agreement and to create policy. The Department may issue a new policy mandate which is not required by State or federal law, rule or regulation, a court order, the Legislative Audit Bureau, or a settlement agreement, if the Department deems the new policy is necessary to implement service improvements. The Department will communicate changes in policy through the following means:
 - Wisconsin Works (W-2) Manual <http://dcf.wisconsin.gov/w2/manual/default.htm>
 - DFES Administrator's Memos: (<http://dcf.wisconsin.gov/memos/adminmemos.htm>)
 - DFES Operations Memos: (<http://dhs.wisconsin.gov/em/ops-memos/>)
4. Contractors shall ensure that all staff members have access to state-issued policies.

B. Create Standard Operating Procedures

The Department defines Standard Operating Procedures (SOP) as a written document outlining the internal steps the Contractor's staff follow to implement the W-2 policy. It is not a document that reiterates the W-2 policy.

1. Contractors shall develop SOPs for all requirements outlined in this Scope of Work
2. Contractors shall submit their original and any revised SOPs to the W-2 Regional Coordinators for approval.
3. Contractors shall perform contract duties in accordance with its approved SOPs.
4. Contractors shall update SOPs to reflect
 - a. Any system or policy changes;
 - b. Any quality improvement initiative; and
 - c. Any staffing or other organizational change

C. Quality Assurance

1. Contractors shall provide responses to inquiries, questions, and concerns from Department staff, including but not limited to W-2 Regional Coordinators within two business days of the request.
2. Contractors shall make available to the Department any reports, documentation or other requested information necessary for the Department to conduct its periodic reviews for program and contract compliance.
3. Upon request, Contractors shall provide the Department with the results of their internal monitoring of compliance
4. Contractors shall maintain records of potentially serious contract compliance issues. For each issue, the record shall include the date(s), a description of the issue, any resolution, follow-up actions, and the corresponding timelines. An example of a serious contract compliance issue is when the contractor is clearly out of compliance with the required policy such as not adhering to application timelines, ADA violations, or failure to serve an eligible parent.
5. Contractors shall assign staff members to participate in trial runs, program workgroups, and other committees led by the Department as needed to review the implementation of new policy, systems, etc.
6. Contractors shall identify a dedicated staff person as the Quality Assurance contact.
7. Contractors shall develop and maintain a quality assurance plan that:
 - Utilizes WebI, CARES on-line reports and other data systems for monitoring performance and identifying of quality improvement issues;
 - Ensures all required timelines and policies are adhered to;
 - Includes a system of procedures for identifying staff development and training needs; and
 - Incorporates information from fact-findings, customer complaints and other mechanisms into overall quality assurance system.
8. Contractors shall comply with the Department's periodic reviews of agency staffing to ensure that the level of staffing competency and qualifications stated in the RFP response, or modifications approved by BWF, are maintained throughout the contract period. (See section XII. Monitoring and Compliance Review of the Contract Agreement).
9. Contractors shall monitor their subcontractors at least annually or more frequently if necessary to ensure the quality of services. Contractors shall ensure that subcontractors follow W-2 program policy and procedures.
10. Contractors shall ensure that all staff members adhere to the confidentiality requirements. (See W-2 Manual, Sections 4.2 and 4.4)

11. Contractors shall notify the Department of any critical issues that may result in the delay or inability to provide service including, but not limited to, building closures and system failures.

D. Fraud Management

1. Contractors shall develop and administer a plan to identify and address fraud. (See Administrator Memo 10-03)
2. Contractors shall identify a Fraud Representative for their agency.
3. Contractors shall develop and implement a Fraud Prevention Plan. (See W-2 Manual, Section 4.5.1)
4. Contractors shall develop procedures for Front End Verification, fraud referrals and investigations. (See W-2 Policy Manual, Section 4.5 and IM Policy Manual Chapters 11-13)
5. Contractors shall develop agency procedures to determine when overpayments are the result of an Intentional Program Violation (IPV) and establish procedures for applying IPVs. [See 2011 Bill to amend statute 49.001 and 49.151 (2)].

VI. Civil Rights

1. Contractors shall comply with the Department's civil rights requirements for contracts. (See http://dcf.wisconsin.gov/civil_rights/plans_instructions.htm)
2. Contractors shall cooperate with civil rights reviews as requested by the Department.

VII. COOP

1. Contractors shall develop and maintain a Continuity of Operations Plan (COOP) in the event that the primary service delivery location becomes uninhabitable or inaccessible for an extended period of time.
2. The Department reserves the right to review the W-2 Contract Agency's COOP Plan and to require revisions to the Plan if necessary.
3. Contractors shall conduct or participate in both fire evacuation and tornado shelter drills once each year and follow related safety precautions at locations with staff and equipment, including identifying a facility contact person if needed